What does it mean to be a global alliance in an age of rising nationalism and regionalism?

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Principles for managing risks in international engagement
Development and implementation of tools

Principle 1: Protecting our people *(risks 1,2,3,5)*

1(a)   Develop risk-literate, risk-aware culture among staff and students in relation to international mobility and collaborations, including setting up proactive risk-management and awareness training.

1(b)   Ensure clear reporting mechanisms in place within each department and faculty, to enable reputational, ethical and security concerns to be raised.

1(c)   Set up governance structure that will oversee, review and sign off policies and procedures that are fit for purpose.

Principle 2: Defending academic freedom, core values and highest professional standards *(all risks)*

2(a)   Review our international contracts and MoU to ensure alignment of terms, conditions and termination clauses with this principle.

2(b)   As above, develop autonomous and independent processes to raise concerns and establish clear reporting mechanisms.

2(c)   Include contractual wording on academic freedom values.

Principle 3: Promoting and supporting a risk-literate academic culture *(all risks)*

3(a)   As above: Set up proactive risk-management and awareness training including compliance with export control legislation, risks of inappropriate or inadvertent support of hostile countries' defence, surveillance or oppression capabilities.

3(b)   Develop policies and mandatory processes on safeguarding of personal data and secure use of online discussions (UIS).

3(c)   Consider the inclusion of provisions for personal data protection for staff in MOUs and research collaborations.

Principle 4: Protecting the open flow of ideas and data *(risks 2,3)*

4(a)   Develop an integrated international engagement risk management (IERM) framework [for the academic University/UoC group] that brings together existing due diligence processes and any new processes that are needed to fill gaps.

4(b)   Establish a new office/team to be responsible for the overall coordination of the operation of the IERM framework.

4(c)   Use training, guidance and technology to give researchers the tools to conduct research successfully internationally.

Principle 5: Safeguarding funding autonomy *(risks 2,3, 4, 5)*

5(a)   Improve consistency of due diligence practices across the academic university.

5(b)   Increase transparency and visibility around criteria for accepting donations.

5(c)   Ensure that conflicts of interest relating to international funding and relationships are declared and managed according to University policy.

5(d)   Consider the inclusion of the Academic Freedom Index and SAR's Academic Freedom Monitoring Project when considering receipt of donations, grants and other funds.

Managing risks in international engagement

- Beginning of a journey – evolve over time.

- Empower academics/students and professional support staff to identify and mitigate international engagement risks early on.

- Provide a framework to support new initiatives

- Educate, engage in, enable due diligence and compliance

- Generate a website and provide tools and materials, providing easy to access to risk awareness material